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Government at the Crossroads

A Position Paper and Action Plan for the Citywide Classification/ Class Consolidation/ Compensation Study

DOCUMENTS DEPT.

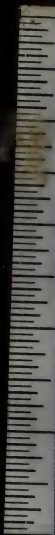
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Prepared by: Department of Human Resources
City and County of San Francisco
April, 1995

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Introduction

The City and County of San Francisco is facing enormous challenges: increased service demands, shrinking resources, and an aging infrastructure. We must improve efficiency, accountability and cost effectiveness, but at the same time maintain and improve essential city services. What managers need most is the ability to recruit, hire and retain a talented, dedicated and responsive workforce, and the flexibility to assign/reassign resources easily and quickly to meet customer service needs. They need to be able to organize and streamline their departments to operate more efficiently and be held accountable.

At the heart of our current governmental structure, an outdated and unwieldy classification/compensation system has thwarted the City and slowed the processes that enable us to use people resources effectively. With the advent of collective bargaining, brought about most recently by the passage of Proposition F on the November 1994 ballot, the City has the opportunity for gaining efficiency and managing its compensation more effectively. Now it is time to move forward and provide the City with a streamlined classification system that gives managers the flexibility to organize and manage more effectively to meet service demands quickly.

This proposal outlines a comprehensive and specific plan of action that will begin to overhaul our classification system and give our City an effective, responsive system for use in creating streamlined, efficient and accountable government.

Objectives and Outcomes

The outcomes of the action plan described in this proposal are:

- A valid, objective and defensible method of job analysis and evaluation to ensure equitable classification and compensation of positions;
- Significant restructuring and consolidation of classes to provide enhanced management flexibility and accountability;
- A system that is efficient and easy to maintain;
- Streamlined examination activities;
- Controlled compensation costs;
- Employee career ladders and blueprints for development;
- Compliance with federal and state laws including the Fair Labor Standards Act (FLSA) and Americans with Disabilities Act (ADA);
- Programs and incentives that encourage and reward high productivity and exemplary performance;
- An integrated Human Resources Information System that enables us to perform analyses, strategic workforce planning and reporting.

Roles and Sponsorship

At no other time in the City's history has there been the level of support and commitment for this undertaking than exists right now from every sector of City government. The Mayor, the Board of Supervisors, the Civil Service Commission, the Civil Grand Jury, individual appointing officers, employee organizations and the Blue Ribbon Task Force consisting of business leaders, community representatives and labor leaders, all agree that streamlining the classification system is essential to an efficient and effective government.

The Mayor and the Civil Service Commission provide leadership and oversight for this project by making it a key priority, by marshalling support and resources for the implementation, and by providing input and guidance during the life of the project and holding the Department of Human Resources and Human Resources Director accountable.

The Department of Human Resources and the Human Resources Director manage the project through DHR Operations and Employee Relations Division staff. The strategy utilizes both internal staff and selected consultants directed by staff. This combination of internal and external resources maximizes efficiency, develops in-house expertise, and marries knowledge of the current system with the best ideas and technology existing in the field.

A key element of the strategy for successful implementation and completion of this plan is sponsorship. From the beginning, the job of winning support and sponsorship for this program rests with the Human Resources Policy Council, made up of the appointing officers and deputy directors of most of the

departments of the City and County. This body forms a steering committee to drive the implementation of the plan, to sell it to all the stakeholders, and to obtain and ensure the continuation of funding and commitment that will see the project through to ensure successful completion, on time and within budget.

Representatives from employee organizations, the business community, and the neighborhoods will work with DHR staff and their consultants to review works in progress, provide input, and help ensure successful outcomes at every phase of the overall study.

Scope and Methodology

This action plan encompasses a thorough evaluation, redesign and restructuring of the classification system consisting of more than 1600 classes and 29,000 plus positions. The first phase of this study is well under way, in the form of the Information Technology Classification/Compensation Project which is studying 713 information systems positions Citywide.

Subsequent grouping of classes by occupational groups or job families will follow this model. This is particularly useful in the current collective bargaining environment:

- 1) As bargaining units typically represent employees within similar occupations, comprehensive and simultaneous classification analyses of all positions within each field facilitates the bargaining and salary setting process for the 124 bargaining units currently representing city workers.

- 2) In those bargaining units that represent diverse occupational fields, such as the Municipal Executives Association, collective bargaining issues and agreements demand integrated classification and compensation analyses and require study groupings based on unit assignments.

All of this suggests a strategy of staging the cycles of the study to coincide with the negotiation or reopening of multiyear contracts and the initiation of new collective bargaining efforts.

A modified whole job method of classification has been developed and is recommended for the City and County and will be integrated with a more quantitative method of job evaluation as recommended by experts in the field. It is expected that this hybrid approach, tailored to the City and County, will facilitate the objective, defensible analysis of jobs and result in a sound compensation plan that reflects the internal worth of positions as well as the market value.

This plan provides for a three-year time frame. The current status, projected action plan and timeline are shown in Exhibit A. Preliminary projections for staffing requirements and discussion of alternative strategies for allocation of resources are presented in Exhibit B, ("Options and Strategies for Resource Allocation"), Exhibit C (Feasibility Analysis of Special Assistant/'A' Class study) and Exhibit D (Draft RFP for MEA study). Exhibit E estimates the costs of implementing this plan during year one. While these projected costs appear high, it is essential that we make this realistic assessment and commit to this comprehensive classification reform rather than a piecemeal approach which would fail to address the real structural problems. Only in this way can the City expect to take full

control of its Human Resources system. Finally, Exhibit F contains a resolution adopted by the Board of Supervisors to support this effort.

Exhibit A

**CITY AND COUNTY OF SAN FRANCISCO
CLASSIFICATION/CLASS CONSOLIDATION AND COMPENSATION
STUDY**

**Action Plan
(4/95)**

PHASE I - PRE-STUDY CYCLE

STRATEGY/ACTION	TARGET DATE
1. Appoint Project Manager and team	Completed- 2/95
2. Appoint Human Resources Council and oversight committee	Completed- 11/94
3. Identify Charter and rule barriers; appoint Rule 7, 17, 26 revision workgroup	Completed- 12/94
4. Publish classification manual	Completed- 11/94
5. Train DHR staff and DPH Classification Unit in classification methodology	Completed- 8/94
6. Train decentralized Airport staff and various departmental human resources staff	Completed- 2/95
7. Secure project consultant to act as facilitator and resource	Completed- 2/95

PHASE II: STUDY IMPLEMENTATION

STRATEGY/ACTION	TARGET DATE
1. Targeted class consolidation strategies <ul style="list-style-type: none"> Abolish archaic, unused classes, including board member and commissioner classes or consolidate from specific, one position classes to broad classes Consolidate 20 engineering classes into 4 Broaden Workers' Compensation/HSS classes Consolidate Airport/Port deputy directors Consolidate Library classes 	<div>6/95</div> <div>6/95</div> <div>4/95</div> <div>9/95</div> <div>12/95</div>
2. Development and Implementation of policies and procedures for system maintenance and administration <ul style="list-style-type: none"> Implement express classification procedure to classify routine positions Prepare and adopt delegation agreements for decentralized functions Develop cooperative agreements with departments for specific job analysis, classification and examination tasks 	<div>Completed - 8/94</div> <div>4/95</div> <div>As Needed</div>
3. Analyze and audit TX'ing policy and practices to determine impact on classification plan	<div>7/95</div>
4. Refine whole job methodology through the application of points/weights to allocation factors to ensure objective, defensive job evaluation system	<div>7/95</div>
5. Consult, confer, negotiate with labor organizations <ul style="list-style-type: none"> Establish bargaining unit priorities (MEA, IT, MAA) 	<div>7/95</div> <div>4/95</div>
6. Conduct comprehensive compensation survey <ul style="list-style-type: none"> Define total compensation Identify merit pay and incentive plans 	<div>7/95</div>

PHASE III: IDENTIFICATION AND PRIORITIZATION OF LOGICAL GROUPS FOR STUDY AND NECESSARY INTERNAL AND EXTERNAL RESOURCES

STRATEGY/ACTION	TARGET DATE
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CYCLE ONE: 1. IT project (713 positions)/Consultant	7/95
2. Municipal Executive (MEA) 494 positions/Special Assistant/"A" Classes-347 positions <ul style="list-style-type: none"> • MEA RFP prepared (see Exhibit C) • Special Asst/A Class feasibility study and cost analysis (see exhibit D) 	12/95 Completed - 1/95 Completed - 3/95
CYCLE TWO: 3. Supervisory/Professional/Technical (5788 positions) General administration/personnel (1148) Financial (622) Health (2038) Welfare (1137) Engineer (791) Cultural (52)	TBD
4. Project Manager (20 positions and acting assignments)	12/95
5. Municipal Attorneys (MAA) (279) positions)	12/95
6. Courts (561 positions) -- Assess feasibility of consolidation	6/95

CYCLE TWO: 1. Clerical (4170 positions) General Clerical (3759) Supervisory (411)	TBD
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STRATEGY/ACTION	TARGET DATE
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CYCLE THREE: 1. Maintenance/Blue Collar (2972 positions) Supervisory (165) Non-supervisory (1055) Hospital/institutional (1752)	TBD
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CYCLE FOUR: 1. Public Safety/Security (1830 positions)	TBD
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CYCLE FIVE: 1. Crafts (4429 positions) Building trades	TBD
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CYCLE SIX: 1. Uniformed/licensed/transit (6547 positions - 80% of which are routine and will not require analysis) Police (1964) Fire (1511) Registered Nurse (1026) Transit (2046)	TBD
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CYCLE SEVEN: 1. School Aides/Paraprofessional (1400 positions) Aides (1373) Paraprofessional (27)	TBD
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Options and Strategies for Resource Allocation

Several options and strategies exist for implementation of the project and the advantages and disadvantages of each must be fully considered to ensure that a valid and cost effective study is achieved within the expected timeframe. It is clear that the participation of outside consultants will add value to the project, particularly within highly specialized areas, but the technical and institutional knowledge base of in-house staff must be considered as well. A discussion of each option is presented below.

- **Study conducted by Consultants exclusively** - The expertise provided by competent consulting firms with successful, recent experience with large scale, public sector classification/compensation studies would be invaluable for a project of this magnitude. Such a study may be perceived by management, employees and labor unions as more objective and valid than a study conducted by in-house personnel staff. However, it would be imperative that the firm have in-depth understanding of the organizational issues and climates within city departments, and truly comprehend the need for consensus and support of numerous interest groups.

Analyses of consultants' responses to requests for quotes for similar studies in recent years reflects wide variability in cost estimates for the project, thus suggesting that the scope and magnitude are difficult to assess by outside firms. Specifically, cost estimates from six contractors range from approximately \$800,000 to \$5.4 million when adjusted for inflation and are often open-ended with respect to hourly costs associated with appeals.

Additionally, significant training of in-house staff in the study methodology would be necessary to ensure successful maintenance of the classification plan and may further increase costs.

Finally, recent experiences with consultants engaged in more limited studies reveals that a tremendous amount of in-house professional and support staff time are involved in gathering data, coordinating activities among consultants and staff involved in the study, preparing memoranda and reports including Civil Service Commission reports, responses to appeals, and budget justifications; and resolving internal equity issues and classification problems in related positions and classes. Therefore consultant fees do not reflect the true costs associated with the study. It should also be noted that previous recommendations for the use of external consultants also included significant funding proposals for internal professional and clerical staff, space and information systems to provide necessary coordination and support during the study.

- **Study conducted by in-house staff exclusively** -- Use of internal staff provides many advantages in that fully trained analysts understand the complexities of city operations, as well as departmental functions, staffing patterns and organizational needs. Additionally, benefits will be realized upon completion of the study as the continued maintenance of the plan would be expedited by staff who are knowledgeable and proficient in the methodology. Finally, use of internal generalist staff with broad human resources responsibilities should streamline recruitment and selection activities within the newly defined classes and ensure application of appropriate compensation principles during labor negotiations and when amendments to the classification plan are necessary.

- **Combination of Internal and External Resources** -- Reliance on outside consultants alone may be problematic because of the need for links to the internal system. On the other hand, reliance on City staff alone would not guarantee that the most effective job evaluation techniques currently available in the field are utilized. It is therefore recommended that the current study paradigm, which uses a combination of internal and external resources be applied throughout the study.

- **Projected Staffing Requirements** -- Recent technical training of 60 Department of Human Resources and decentralized personnel analysts in a modified whole job classification methodology should facilitate the study process and limit the use of outside contractors to consultation and/or formal analysis in highly specialized areas. Previous workload analyses have suggested that classification/compensation studies typically require 8-11 hours of preparation, interviews, analysis, comparability surveys, appeal resolution and documentation per nonroutine position. Specifically, preliminary projections for MEA and Special Assistant/A Class studies suggest that the specialized and complex nature of the jobs will require comprehensive analysis of each position by DHR staff and/or consultants, resulting in combined study costs of approximately \$460,000 (see Exhibits C and D). However, given the magnitude of the citywide study and incidence of multiple, identical positions within each class in other areas, it is likely that many positions will require less detailed analysis. Also, study costs for approximately 6,650 positions in police, fire, transit operator, registered nurse, and school paraprofessionals and aide classes have not been projected, as detailed classification analyses of these positions are not anticipated. Projections are therefore based on full analyses (estimated at 10 hours per position) of approximately 25 - 30% of the remaining 21,329 positions and a

condensed review of the balance. Based on this formula, it is estimated that 78,917 hours will be required to analyze positions which are not already included in the IT, MEA, and Special Assistant/A Class studies.

Completion of the project within a three year period will therefore require 15.5 FTE journey level analysts per year, based on estimates of 1700 actual work hours per analyst per year. Additionally, 2.25 FTE senior level analysts must be funded during the first year to complete the Special Assistant/A Class study in conjunction with the MEA study.

It is anticipated that two principal analysts will be necessary to function as team leaders, supervising the work of subordinate staff and performing the complex classification studies.

Secretarial/clerical support at the level of 1446 will be necessary for the project and it is anticipated that the workload will require 2 FTE each year, as well as an additional .5 FTE during the first year to support the Special Assistant study.

The 1248 Assistant Division Manager, Operations will function as project manager and provide oversight, direction and coordination of all aspects of the study. As this position is already budgeted, additional funding will not be necessary.

Finally, project consultants will be retained to provide advice and consultation to the Director, Project Manager and staff in specialized classification and compensation areas and assist in negotiations and presentations to department heads, Board of Supervisors, Commissions, and the Mayor.

- **Impact of Existing Resources** -- Recent analyses of staffing patterns and workloads in the Operations Division of DHR indicate that approximately 7.85 FTE are

currently engaged in classification activities. Although it may be possible to divert some of these resources to the citywide study, recent reductions in DHR funding have resulted in limited ability to address projects that are not urgent or critical to ongoing departmental operations. Therefore, additional funding must be provided and the feasibility and advisability of using decentralized staff must also be explored.

■ **Cost Estimates:**

A) **Personnel**

Total in-house personnel costs, including fringe benefits calculated at 22%, are estimated at \$3,696,341.

B) **Contractors**

Consultant fees for the MEA Study are projected at \$200,000-\$300,000. Additional as-needed consultant fees for overall planning direction or highly technical classification/compensation planning issues are anticipated but have not been projected at this time.

C) **Equipment and Supplies**

Equipment and supply needs indicated in Exhibit D total approximately \$207,962 the first year, plus service charges of approximately \$60,000 for each of the following years.

Total costs for a three year study are projected at \$4,324,303 plus consultant fees, space rental, and adjustments for inflation.

Exhibit C

Special Assistant/A Class Study -- Class/Comp/Exam Feasibility Analysis

OBJECTIVE -- Analysis of the feasibility of classifying positions currently allocated to Special Assistant and 'A' classes and transitioning incumbents to permanent status by 12/31/95.

METHODOLOGY AND SCOPE OF STUDY -- It is anticipated that a modified whole job method of job analysis will be used to allocate positions to permanent classes. 181 positions are currently allocated to eighteen levels of special assistants within 22 departments. Additionally, 166 positions are budgeted in 'A' positions, of which 112 are currently filled. Therefore a total of 347 positions may require analysis and examination action. It should be noted, however, that this projection may be slightly inflated as some 'A' positions may be TX'd to Special Assistants and it is anticipated that some unfilled 'A' positions will be abolished.

PROJECTED WORKPLAN -- Specific phases of the study include the following activities:

Classification/Compensation:

- Solicit/review JAQ
- Conduct job analysis interviews
- Analyze classification factors, including levels and concepts
- Develop class specifications based on class concepts and interviews
- Allocate positions to classes
- Conduct salary/compensation analysis
- Present recommendations/post actions for adoption
- Respond to appeals

Examination

- Develop exam plan
- Post announcement
- Review applications
- Administer selection device
- Post/adopt list
- Respond to appeals

ISSUES

Complexity of Study -- Positions in this study required preliminary classification analyses prior to approval. Results typically indicated that duties and responsibilities were unique and inconsistent with existing classes and compensation levels. It is anticipated that inclusion of the positions within the existing classification plan will be difficult.

Impact of Appeals -- Although expedited exams could be developed, appeals of proposed classification and exam action could significantly delay progress.

PROJECTED STAFFING REQUIREMENTS

Previous workload analyses suggested that full classification and compensation studies of unique or complex positions typically require 11 hours of preparation, analysis, comparability surveys, and appeal actions per position. (Note that this is more time per position for analysis, by design, than is allocated in other parts of the total classification/compensation study). As this study is to be completed by 12/31/95 and includes examination action, it's projected that classification issues should be resolved by the end of September. Therefore 4.5 analysts will be necessary to complete the 347 studies within the six month time frame.

Staffing requirements for the projected three month examination phase are more difficult to determine as the results of the classification study will drive the number and types of exams needed. However, expedited testing techniques and implementation of broad certification rules may reduce analytical examination activities and the number of professional staff needed.

Finally, clerical support staff, as well as computer equipment will be necessary to facilitate the study and it is anticipated that at least one full time secretary will be needed. Additionally, proctors may be necessary during the examination phase.

Level of Staffing -- Due to the complexity of the study, experienced classification staff at the senior level will be most effective and efficient.

COST IMPACT

Employment of 4.5 senior analysts over the 9 month period to conduct classification analyses and exam activities will cost approximately \$240,941 in salary and fringes. Secretarial support will total approximately \$34,294 at the 1446 level and it is expected that additional as-needed clerical support may be necessary. Total personnel costs for both classification/compensation analyses and examination activities are projected at \$275,235 plus as needed clerical support at \$13.00 per hour. Computer equipment (PC's) must also be provided.

IMPACT ON CURRENT OPERATIONS

Reassignment of 4.5 analysts, which represents approximately 31% of the professional staff in Operations, will significantly impact current priorities and activities. A recent analysis indicated that approximately 86% of staff time is currently involved in high priority projects, including ATP, major classification studies, and the decentralization implementation. Additionally, heightened ERD support by Operations staff is anticipated and will further reduce available resources. In fact, recent zero based budget analyses of existing services indicate that staffing is so limited that mandated activities would be in jeopardy with the assignment of a study of this magnitude.

RESOURCE RECOMMENDATION

As discussed in the context of the Citywide classification/class consolidation/compensation study, a strategy which utilizes both in-house staff and consultants would provide several benefits and should be considered for this specialized, short term study. As a significant percentage of these positions are similar to those included in the MEA study, funding of in-house positions and implementation of the study in conjunction with selection of the MEA consultant is recommended and should be addressed immediately due to the short timelines.

Finally, it should be noted that numerous past attempts to undertake major studies have failed due to lack of adequate staffing for the classification/compensation function. This lack of staffing can also be cited as a significant factor in the decay of the classification plan.

Exhibit D

DEPARTMENT OF HUMAN RESOURCES CITY AND COUNTY OF SAN FRANCISCO

REQUEST FOR PROPOSALS (RFP) TO PROVIDE A CLASSIFICATION AND COMPENSATION STUDY OF EXECUTIVE AND MANAGEMENT POSITIONS FOR THE CITY AND COUNTY OF SAN FRANCISCO

DEFINITIONS

Where any word or phrase defined below or a pronoun used in place thereof is used in any part of the Agreement it shall have the meaning set forth below:

CITY City and County of San Francisco, a municipal corporation.

CONTROLLER Controller of the City and County of San Francisco or his designated agent.

CIVIL SERVICE

COMMISSION Members of the Commission appointed by the Mayor with oversight for the Civil Service System

HUMAN RESOURCES

DIRECTOR The Human Resources Director of the City and County of San Francisco, or his designated agent.

PURCHASER Director of Purchasing of the City and County of San Francisco, or his designated agent.

INTRODUCTION

1. ANNOUNCEMENT

The City and County of San Francisco, Department of Human Resources, announces its intent to seek applications from qualified persons and organizations interested in contracting to provide a Classification and Compensation Study for Executive and Management Positions for the City and County of San Francisco.

2. OVERVIEW OF EXECUTIVE AND MANAGEMENT POSITIONS IN THE CITY AND COUNTY OF SAN FRANCISCO

San Francisco is a combined city and county jurisdiction with over 56 departments and agencies. There is a wide variety of public service, administrative and special district services in the City. In addition to typical city and county functions, there are the following:

International Airport

Municipal Transportation
Port Commission
Community College District
Unified School District
Health Dept. including major acute care and convalescent hospitals
Trial courts at the Superior and Municipal levels
Water and Power Departments

The scope of this study includes the executive positions, both elected and appointed, the deputy directors and top managers for the various City departments. There are a total of 360 classes in the study, with 494 positions. Thus, the majority of the positions are in single-position classifications.

3. OBJECTIVES OF THE STUDY

The Department of Human Resources was established by Charter amendment in the general election of November 1993, to bring the city and county personnel, human resources, and compensation practices into line with up-to-date management practices and principles. The total management compensation package of the City and County of San Francisco does not encourage pay for performance, creativity or efficiency by managers, nor does it meet the standards of prevailing management packages in the private or public sector.

The City is undertaking a comprehensive classification study of all positions in its departments and agencies. There are currently over 1600 classes and 29,000 positions. This study is being done in phases or groupings of positions and classes. This Request for Proposals for the executive and management classes is one part in the overall study, and as such, an objective is that it will establish a methodology and approach for the City to consolidate classifications in other occupational categories.

The City issues this Request for Proposals for a study that will provide an appropriate review, restructuring and consolidation of executive and management classification and compensation practices, including standardized policies for administrative leave, among other features, consistent with current management practices. The City requires a classification and compensation system at the executive and management level that will attract and retain well qualified management employees to provide effective leadership and service to the City and allow for pay for performance.

The Contractor will be required to coordinate its study development with an Executive Policy Committee of the City comprised of: the Human Resources Director and staff, representatives of the Mayor's Office and Controller, Civil Service Commission, and other officials.

4. PRODUCTS OF THE STUDY

The products will include:

- A. The identification of a series of classifications to be used for the executive and management occupational group of positions.
- B. A method and approach for consolidation of classes which addresses broad grades of management skills as well as specialty skills.

- C. The recommendation of a compensation plan for the proposed classifications which addresses labor market selection and salary issues, salary structure consistent with the Charter of the City, use of multiple tier markets, internal relationships, and internal and external equity.
- D. A recommendation to resolve issues related to the accumulation and use of compensatory time, Fair Labor Standards Act exemption, and reward for exemplary performance.
- E. The allocation of all surveyed positions to the proposed classifications. Proposed allocations must be supported by documentation of the methodology utilized. Contractor must support allocation recommendations regarding requests to review the proposed allocation filed prior to implementation of the classification and compensation study.
- F. Class specifications prepared according to the City's format.
- G. A survey and analysis of executive/management benefit packages in similar public agencies and relevancy to the City.

5. PROJECT TASKS AND CRITICAL MILESTONES

The contractor is expected to complete the following tasks:

- ~ Review and understand the City government and organization.
- ~ Review the City MOU with the Municipal Executives Association and understand the collective bargaining process by which the City negotiates compensation.
- ~ Solicit and receive questionnaires for all positions in the study.
- ~ Conduct interviews with a significant portion of the positions.
- ~ Apply a classification methodology to analyze and allocate the positions.

6. PROPOSAL RATING

A Proposal Review Committee shall score and rank the proposals and make recommendations to the Human Resources Director. The City may reject all proposals under this RFP if it so desires.

GENERAL CONDITIONS, INSTRUCTIONS AND INFORMATION FOR BIDDERS

1. CONTRACT TERM

The contract is intended to extend over a nine-month period, beginning as early as July 1, 1995.

2. PROPOSAL REVIEW: Evaluation and Award Criteria

- A. A Proposal Review Committee will review all proposals and submit findings and recommendations to the Human Resources Director.
- B. Department of Human Resources staff and representatives of City Departments shall constitute the Proposal Review Committee.
- C. Any attempt by a bidder to contact a member of the Proposal Review Committee during the proposal review process will be considered tampering and will result in the elimination of that proposal from consideration.
- D. Failure to comply with the proposal requirements contained in this RFP may result in elimination of that Bid from consideration.
- E. The Proposal Review Committee will examine each proposal and supporting information in light of the following factors:
 - i) Originality and effectiveness of proposal to meet Department of Human Resources needs.
 - ii) Cost effectiveness of the plan and program budget. Any in-kind contribution to be made by proponent.
 - iii) Bidders' background and experience in working with state government, school districts, local government, and projects similar to the one proposed.

3. EVALUATION CRITERIA

- 1. Study Concept - 15 Points
 - a. How thorough is bidder's understanding of the Department of Human Resources objectives and products for the study? 5 points
 - b. How reasonable is the bidder's approach to the study? 10 points
- 2. Study Components - 40 Points
 - a. Technical Approach 15 points
 - i) How appropriate is the technical approach of the bidder for this project?
 - ii) How likely is this technical approach to achieve the study objectives and products?
 - b. Product Design and Methodology 25 points
 - i) How well designed is the work plan?
 - ii) How realistic are the timeframes?

iii) Is the study plan designed so as to be able to best incorporate the technical approach outlined?

iv) How appropriate is the proposed methodology?

v) How is the critical need for employee and management acceptance incorporated into the project design?

3. Cost Effectiveness - 25 points

- a. Does the budget reflect the concept of the study? 5 points
- b. Is the study budget and its allocation of costs clear, reasonable and complete? 15 points
- c. Is the Narrative adequate in justifying support costs? 5 points

4. Bidder's Background and Qualifications - 20 Points

- a. Has the bidder previously worked with local governments on similar projects? 5 points
- b. Does bidder have documented results of at least five successfully completed classification studies, as evidenced by post-study letters of recommendation and/or samples of completed classification study reports. 10 points
- c. Does bidder assign staff trained and qualified for this project? What back-up does bidder have in case of turnover of key staff? 5 points

5. Management and Financial Capabilities - Qualifying

- a. Does bidder have documented organizational capacity for this project?
- b. Does bidder have documented fiscal responsibility and integrity to undertake this project?

4. ASSIGNMENT OF PERSONNEL

The City may assign personnel to work with the Contractor. The Contractor agrees to work with said personnel, but it is understood by the Contractor and the City that said personnel will neither be under the direction nor the control of the Contractor.

5. CONTENT OF PROPOSAL PACKAGE

- a. Submissions in response to this RFP must be in the form of a "proposal package" containing the proposal and all required supporting information and documents.
- b. Each bidder must submit an original proposal package and seven (7) complete copies.

PROPOSALS NOT RECEIVED BY 5:00 P.M. (PROMPT) ON _____, 1995 AT THE ABOVE ADDRESS WILL BE REJECTED. POSTMARKS WILL NOT BE ACCEPTED IN LIEU OF THIS REQUIREMENT. IT IS THE RESPONSIBILITY OF THE BIDDER TO ENSURE THE PROPOSAL IS SUBMITTED BY THE TIME AND DATE, AND TO THE ADDRESS SPECIFIED IN THE RFP.

2. The proposal package must be clearly labeled: "A CLASSIFICATION AND COMPENSATION STUDY OF EXECUTIVE AND MANAGEMENT POSITIONS FOR THE CITY AND COUNTY OF SAN FRANCISCO."
3. The proposal shall be signed by an official authorized to bind the proponent or offeror and shall contain a statement to the effect that the proposal is a firm offer for a specified period of not less than ninety (90) days. If a proposal involves a joint venture agreement, all parties to the joint venture must sign the Proposal.
4. The proposal shall also provide: name, title, addresses and telephone number of individual(s) with authority to contractually bind the company represented, and who may be contacted during the period of proposal evaluation, if such individual(s) is not the signer of the proposal.
5. Bidder agrees that all costs incurred in developing this proposal are the Bidder's responsibility and at the Bidder's cost.
6. Bidder declares that the rate requested herein will be the costs of providing the services for the term of the proposed contract and will include all provider costs, both direct and indirect, relative to the proposed contract.
7. Bidder agrees that the proposal and all materials submitted in response to this request for proposals become the property of the City, and may be returned only at the option of the City and at Bidder's expense.
8. Bidder agrees to furnish promptly upon request of City, additional information deemed pertinent by the City.
9. It is understood and agreed by the Bidder that should its proposal be accepted and award made to it and bidder fails to furnish any requested insurance requirements after receiving notice from the City to file such documents or fails or refuses to properly execute and return the contract, the City may, at its option, determine that this bidder has abandoned its bid and may accept the bid of and award the contract to another bidder.

Thereupon, the award of said contract to this bidder shall be null and void. The foregoing in no way limits the damages which are recoverable by the City whether or not defined elsewhere in the Contract Proposal.

PROPOSAL COVER LETTER
PROPOSAL TO FURNISH A CLASSIFICATION AND COMPENSATION STUDY
OF EXECUTIVE AND MANAGEMENT POSITIONS
FOR THE CITY AND COUNTY OF SAN FRANCISCO
DEPARTMENT OF HUMAN RESOURCES

Name of Organization:	
Address:	
Director	Telephone #

If you are certified as an MBE/WBE/LBE by the San Francisco Human Rights Commission, list your HRC Certification Number here _____ and attach a copy of your letter of certification.

Title of Proposal:	
Amount Requested from City for Classification Study Services	\$ Per hour
Total for Services for the Term of each Individual Phase of the Study Proposed by you:	\$

I understand that the San Francisco Department of Human Resources (SFDHR) Reserves the right to modify the specifics of this application at time of funding and/or during the contract negotiation; that a contract may be negotiated for a portion of the amount requested; and that there is no contract until a written contract has been signed by both parties and approved by all applicable City Agencies.

Signature of authorized representative(s):	
Name:	Title:
Signature:	Date:
Name:	Title:
Signature:	Date:

Submit an original and seven (7) copies to:

Wendell L. Pryor, Director
 Department of Human Resources
 44 Gough Street
 San Francisco, CA 94103

Exhibit E

BUDGET ESTIMATE (3 YEAR STUDY)

(YEAR ONE)

BUDGET ITEMS	ANNUAL COST
Permanent Salaries + Fringe Benefits (22%)	
1242 Personnel Analyst (15.5 FTE)	\$910,098.00
1244 Sr. Personnel Analyst (2.25 FTE) Special Asst/A Class Study	160,628.00
1246 Principal Personnel Analyst (2 FTE)	169,400.00
1446 Secretary II (2 FTE)	91,452.00
1446 Secretary II (.5 FTE) Special Asst/A Class Study	22,863.00
Subtotal:	\$1,354,441.00
Consultant Fees	
MEA Study	\$300,000.00
Subtotal:	\$300,000.00
Equipment & Supplies	
Personal Computers (20 @ 3,500 each) *	\$70,000.00
Network Wiring (remote site)	50,000.00
Telephone Installation (22 units @ 250)	5,500.00
Service Charges (250/month per line)	66,000.00
Equipment (desks/chairs/file cabinets)	16,462.00
Subtotal:	\$207,962.00
Space Rental	Unknown
Total Annual Cost:	\$1,862,403.00

* Requires EIPSC approval

Exhibit F

**RESOLUTION: SUPPORTING A COMPREHENSIVE CLASSIFICATION AND
COMPENSATION STUDY FOR THE CITY AND COUNTY OF
SAN FRANCISCO**

WHEREAS, there has not been a comprehensive classification study performed in City and County government in over thirty (30) years; and

WHEREAS, it is well recognized that the nature, kind and level of work performed by City and County employees has changed and is constantly changing as a result of technology, federal and state mandates, and realignment and reorganization of functions and departments; and

WHEREAS, the current classification system has been the subject of several audits and reports that indicate there may be too many classifications and the system has not been adequately maintained; and

WHEREAS, there has been increasing concern from the public regarding the City's classification and compensation practices; and

WHEREAS, there are monies currently available to begin a study of the current classification and compensation system(s); and

THEREFORE, BE IT RESOLVED, that the Board of Supervisors support the need for a comprehensive study of the current classification and compensation system(s) leading to recommendations to reform, improve and update the City's classification and compensation systems and providing for a fair, equitable, uniform and consistent approach to classifying work and setting salaries and encourage the Mayor to adequately fund and direct the Department of Human Resources to immediately begin a comprehensive classification and compensation study working with labor organizations, commissions and departments.



